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MID-TERM REVIEW

Stocktaking in respect of the implementation of the commitments and work programme agreed to in the Bangkok Plan of Action

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Introduction

1. The Trade and Development Board, at its twenty-fourth executive session on 12 May 2000, called for a review of the work of UNCTAD in the second quarter of 2002 midway between UNCTAD X and UNCTAD XI based on the indicators of achievement in the Medium-Term Plan 2002-2005[1]. These indicators are:

> Indicator one: Timeliness, usefulness, degree of implementation, and quality of the subprogramme's research and analysis, as measured by readership and other surveys;
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> Indicator two: Member States' views on the practical value and impact on the development prospects of developing countries of policy recommendations, as expressed in the conclusions of the regular review of the work programmes undertaken by intergovernmental bodies;
>
> Indicator three: The degree of implementation, effectiveness and impact of technical cooperation activities, as assessed by indicators contained in the relevant project documents.

2. At its forty-eighth session in October 2001, the Trade and Development Board determined that the Mid-term Review would consist of three interrelated pillars, namely a review of the efficiency and functioning of the intergovernmental machinery, stocktaking in respect of commitments and work programme agreed to in the Bangkok Plan of Action[2], and a forward-looking policy statement on major developments of relevance to UNCTAD's work. The second pillar of the review, the stocktaking exercise, was conducted in sessions of the Board from January to March 2002.

Context: International developments

3. Several major international conferences had taken place since UNCTAD X whose outcomes had an impact on the way UNCTAD worked. The Third United Nations Conference on the Least Developed Countries (Brussels, May 2001), which UNCTAD itself was responsible for organizing, agreed on a ten-year Programme of Action for the Least Developed Countries[3] which spanned the whole spectrum of development, including UNCTAD's own sphere of activity. The Fourth Ministerial Conference of the World Trade Organization (Doha, November 2001) launched the Doha work programme[4], which included negotiations on a broad range of issues within UNCTAD's field of expertise. The outcome presented a particular challenge to UNCTAD to help ensure that the development dimension of this work programme was fully realized. The International Conference on Financing for Development (Monterrey, March 2002) established a new consensus and partnership between developed and developing countries on

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[1] A/55/6/Rev.1, 2001.
[2] TD/386 of 18 February 2000.
[3] A/CONF.191/11 of 8 June 2001.
[4] WT/MIN(01)/DEC/W/1, /2 and /10 of 14 November 2001.

approaches to development in support of shared goals, including those of the Millennium Declaration[5]. Heads of State and Government committed themselves to "sound policies, good governance at all levels and the rule of law [...] mobilizing domestic resources, attracting international flows, promoting international trade as an engine for development, increasing international financial and technical cooperation for development[6], sustainable debt financing and external debt relief and enhancing the coherence and consistency of the international monetary, financial and trading systems"[7], all issues covered in the Bangkok Plan of Action. The New Partnership For Africa's Development (NePAD) initiative launched in 2001 showed a new approach to the development of Africa, with Africa itself driving the agenda. This initiative would be a high priority for Africa and its development partners in forthcoming years. Any successor arrangement to the United Nations New Agenda for the Development of Africa in the 1990s (UN-NADAF), though not in place at the time of this stocktaking exercise, could be expected to draw heavily on the NePAD initiative.

Context: Resources

4. The United Nations programme budget for the biennium 2002-2003[8], approved by the United Nations General Assembly in December 2001, provided UNCTAD with two new posts for Subprogramme 9.1B, "Development of Africa". However, it included significant reductions in the resources for UNCTAD in a number of areas, especially for consultants (46 per cent reduction). This would inevitably affect the technical work of UNCTAD. In December 2001, pursuant to paragraph 116 of the Programme of Action for the Least Developed Countries, the General Assembly, in its resolution 56/227, set up the new Office of the High Representative for Least Developed Countries, Landlocked Developing Countries and Small Island Developing States in New York, which took over certain coordination, advocacy and support functions[9] from UNCTAD. The new Office was partly staffed by the transfer of 10 posts from UNCTAD[10], which would have a 'negative impact on UNCTAD's analytical and technical work'[11]. Concern was expressed during the Mid-term Review process about the impact of reduced resources.

5. Although the vacancy rate in the UNCTAD secretariat had been significantly reduced – to a level below the average for the United Nations as a whole – a number of key posts at senior management level had remained vacant for long periods.

6. Since UNCTAD X, extrabudgetary resources for technical assistance available to UNCTAD from all sources (UNDP, bilateral trust funds and self-financing by beneficiaries) had remained broadly constant at around 23 to 25 million US dollars per annum. An upswing in demand for technical assistance following the Fourth WTO Ministerial Conference presented an important challenge for UNCTAD, both in positioning itself in the competitive market for donor funds and increasing efficiency to maximize its absorptive capacity for such funds.

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[5] A/RES/55/2 of 18 September 2000.
[6] See paragraph 39 of Monterrey Consensus, A/CONF.198/3 of 1 March 2002
[7] Paragraph 4, *ibid.*
[8] A/RES/56/253 of 24 December 2001.
[9] A/56/645 of 23 November 2001.
[10] *ibid.*
[11] Agreed conclusions of the thirty-eighth session of the Working Party on the Medium-Term Plan and the Programme Budget, TD/B/49/2-TD/B/WP/148 of 4 February 2002.

Documentation

7. The innovative approach of document TD/B(S-XIX)/L.1 'Programme Assessment for 2000-2001' prepared for the Mid-term Review was welcomed: it did not just detail activities undertaken but attempted to analyse the results obtained. However, the limitations inherent in self-assessments – a tendency to focus on achievements and to attribute shortcomings to external factors – were evident at times in the document. Subsequent assessments could also benefit from systematic measurement of impact using indicators of quality as well as quantity and improved gathering and full presentation of user feedback. The secretariat was encouraged to continue this effort with these points in mind.

I. Assessment of the work since UNCTAD X: lessons learnt

8. Progress in the implementation of the four-year Bangkok Plan of Action was generally satisfactory, save in a few areas detailed below. The Plan itself had withstood the test of time. UNCTAD had been able to carry out a meaningful and useful programme of work based upon it; there was no suggestion during the Mid-term Review process that the Bangkok Plan of Action could not continue to provide the basis for an effective programme of work until UNCTAD XI. However, the breadth of the Plan, and the prevailing limitations on resources, gave urgency to the exercise of defining areas of emphasis and to fund-raising for priority activities.

Indicator one: Timeliness, usefulness, degree of implementation, and quality of the subprogramme's research and analysis, as measured by readership and other surveys

9. Review of the research and analysis undertaken on the basis of this indicator proved a difficult task. The results of readership and other surveys were not available for every subprogramme. The readership survey among member States, timed to be available for the Mid-term Review process, was disappointing for its low rate of reply. Since this indicator will remain the basis of assessment throughout the period of the Medium-Term Plan 2002-2005, it will be necessary to consider how to make it more effective. Some ideas are suggested in the concluding section of this document. On the other hand, during the Mid-term Review process itself, member States provided much useful feedback on UNCTAD's research and analysis that gave a clearer picture of its impact. This feedback is duly reflected in this document.

10. Feedback on UNCTAD's analytical publications since UNCTAD X was generally positive. They were found to have provided high-quality analysis and information and to have made a valuable contribution to policy dialogue at the international level, as well as to policy formulation at the national level. Unanimously favourable feedback was received on major analytical publications on investment under Subprogramme 9.2. The annual *World Investment Report* (WIR) had become a standard reference work for practitioners in developed and developing countries alike and a primary source of information on investment flows and the development issues they raise. The publication entitled *Positive agenda and future trade negotiations* issued under Subprogramme 9.3 was well received. Many member States considered it a useful reference work, and called for it to be updated to reflect the most recent developments, notably the outcome of the Fourth WTO Ministerial Meeting. The new recurrent series publication under Subprogramme 9.4, *E-Commerce and Development Report,* received

positive feedback for its analysis and information on an issue of increasing importance. With so many players already present or entering this field, UNCTAD's focussing on its distinct niche was important. The *Least Developed Countries Report* under Subprogramme 9.5 was valued by member States for both the analysis and the statistical information it provided, which were not available from any other source.

11. The major publication under Subprogramme 9.1, the annual *Trade and Development Report* (TDR), made a contribution to the international debate on globalization, in particular on issues of relevance to developing countries. It had a different aim from the other major publications cited above: it sought to stimulate debate by providing an alternative view of events from UNCTAD's development perspective. It gave rise to mixed reactions from member States, agencies and the media. Its theme of reform of the international financial architecture had been found timely and useful by member States affected by financial crises.

12. The mandates provided by the Bangkok Plan of Action were extensive in relation to the resources available, particularly in Subprogramme 9.3. Some member States felt that insufficient priority had been accorded to elements of the mandate of importance to them such as special and differential treatment, preferences, or supply capacity in manufacturing and services. Similarly, some expressed the view that the immediate concern to attend the needs of member States with technical assistance might have crowded out research and analysis; striking the right balance was important. The Bangkok Plan of Action broadened UNCTAD's work on environment issues. The work accomplished in this area was well appreciated by member States, and valuable in the light of the forthcoming World Summit on Sustainable Development (Johannesburg, 26 August - 4 September, 2002).

13. It was repeatedly stressed that useful research and analysis need good and user-friendly presentation and wide and effective diffusion – including availability in translation – to reach all those who could benefit from them and attain their full impact. Some potentially useful studies had not been drawn to the attention of Geneva-based delegates who could have benefited from them. Member States continued to attach great importance to high-quality, up-to-date and multilingual websites and to the timely distribution of documents and flagship reports, respecting relevant United Nations rules on multilingualism.

Indicator two: Member States' views on the practical value and impact on the development prospects of developing countries of policy recommendations, as expressed in the conclusions of the regular review of the work programmes undertaken by intergovernmental bodies

14. As regards the feedback by member States on the work carried out during the biennium 2000-2001, in the Commission on Investment, Technology and Related Financial Issues in January 2002,[12] member States generally appreciated both the analytical and technical cooperation work in this area, citing several concrete benefits provided by the programme. Satisfaction was expressed on the dissemination efforts made. In the Commission on Trade in Goods and Services and Commodities in February 2002,[13] member States welcomed the large

[12] TD/B/COM.2/40 – TD/B/EX(28)/3 of 27 February 2002.
[13] TD/B/COM.1/49 – TD/B/EX(28)/4 of 21 February 2002.

amount of work accomplished and some indicated areas of importance for them in future work, particularly on agriculture. The need for a more proactive approach in promoting the quality work undertaken by the programme was underlined. In the Commission on Enterprise, Business Facilitation and Development in February 2002,[14] several member States emphasized the need to follow up the implementation of policy recommendations made.

15. The assessments made by the Commissions concentrated largely on the work of the secretariat. Little evidence was presented on the practical value and impact on the development prospects of developing countries – or indeed the extent of implementation – of policy recommendations at the national level and to the international community such as those agreed at previous sessions of the Commissions. The *Progress reports on the implementation of agreed recommendations* submitted to the Commissions[15] tended to focus on the recommendations made to the secretariat. Since the process of arriving at these policy recommendations is a resource-intensive one, this aspect will require further attention. Some suggestions are included in the final section of this document for further discussion.

Indicator three: The degree of implementation, effectiveness and impact of technical cooperation activities, as assessed by indicators contained in the relevant project documents

16. A wealth of feedback on technical cooperation activities was provided for and during the Mid-term Review. It is to be noted however that indicators had not been systematically included in all technical cooperation project documents, and that where they had, they tended to measure quantity rather than quality. Systematic use of indicators, and refinement of existing indicators to measure qualitative as well as quantitative aspects, would facilitate assessment of impact.

17. Demand for UNCTAD's technical assistance remained strong and feedback was mostly very positive. Its Debt Management and Financial Analysis System (DMFAS) and Automated System for Customs Data (ASYCUDA) were now the market leaders worldwide. Assistance provided to member States on issues relating to the multilateral trading system, such as the Commercial Diplomacy programme and the Joint Integrated Technical Assistance Programme to Selected Least Developed and Other African Countries (JITAP), was well appreciated. The fact that beneficiary countries themselves were providing funding for some programmes (e.g. technical support to the Intergovernmental Group of 24 on International Monetary Affairs) showed that they considered that UNCTAD was providing high-quality services of direct relevance and value to them. Concrete evidence of the benefits produced at the country level (e.g. improvement in clearance times achieved thanks to ASYCUDA) was also presented during the Mid-term Review.

18. Efforts to follow through studies and policy advice with intergovernmental discussions and support to implement recommendations, such as in investment policy reviews, international investment agreement programmes and work on TNC-SME linkages, were commended. Further use could be made of well-established capacity-building programmes and their networks, such as

[14] TD/B/COM.3/46 – TD/B/EX(28)/5 of 1 March 2002.
[15] TD/B/COM.1/48, TD/B/COM.2/39 and TD/B/COM.5/45 of 21 December 2001.

TrainForTrade and EMPRETEC programmes, as channels for the diffusion of the results of research and analysis and for the provision of technical assistance in a more integrated manner.

19. Joint programmes with other organizations, such as the UNEP-UNCTAD Capacity-Building Taskforce on Trade, Environment and Development (CBTF), or with civil society, for example in trade facilitation or commodity diversification, were an effective means of delivering mandates and maximizing the impact of UNCTAD's work. In some cases, the 'coordination cost' was heavy, particularly in the early stages: the pilot scheme of the Integrated Framework was an example. However, where the aim of such cooperation was sufficiently important – as was the case with the mainstreaming of trade into development strategies – the initial input was justified by the potential benefit for the countries concerned. UNCTAD was encouraged to see these efforts through to a successful conclusion.

20. The slow rate of implementation of paragraph 166 of the Bangkok Plan of Action gave rise to concern: only 18 people had received training in the two years since UNCTAD X. Although the preparation of course material and administrative support for the courses, as well as the provision of resource persons from the secretariat, had been absorbed into the regular programme as foreseen, there had been a misunderstanding about the availability of resources from the United Nations Programme Budget to fund the travel and lodging of trainees. Training had only been able to take place thanks to the generosity of a bilateral donor. This called for new efforts and fresh thinking in the coming period to deliver this mandate in an effective and cost-efficient manner.

21. The success of the larger technical assistance programmes – DMFAS, ASYCUDA and the Advance Cargo Information System (ACIS) – had caused them to grow into sizeable 'enterprises' in their own right. This raised the question of whether they should operate more independently. For the time being it was still judged important to retain them within the existing structure so that the experience gained in their implementation could feed into the other areas of activity of the organization, research, analysis and consensus-building. However this question could usefully be revisited in the future. When operation-oriented programmes were assessed as having reached a certain stage of maturity, a gradual shift of ownership to stakeholders could be an option, following the model of the Trade Point programme.

22. The steps taken to promote the self-sustainability of the major technical cooperation programmes were beginning to yield results in some areas, and the secretariat was encouraged to pursue them.

23. The manner in which UNCTAD had responded to the mandate in paragraph 164 (vi) of the Bangkok Plan of Action on the internal coordination of technical cooperation activities, by conducting an internal review by a team of staff members within the secretariat, was commended. Member States attached great importance to strong internal coordination and dialogue with stakeholders, and looked forward to further interaction with the secretariat on the review's recommendations and their implementation.

Other programmatic issues

24. The initiative taken at UNCTAD X to establish Subprogramme 9.1B on development of Africa had started to bear some fruit. Studies produced by the Subprogramme[16] had contributed to cooperation frameworks on development of Africa. Although they gave rise to mixed reactions, they were appreciated by many African countries as being useful for policy formulation. The small subprogramme had added value by adopting the working method of drawing on expertise across the secretariat and pulling together the results obtained.

25. During the months leading up to the Mid-term Review, the work programme of Subprogramme 9.5 was adjusted[17] in response to the transfer of resources to the new Office of the High Representative for Least Developed Countries, Landlocked Developing Countries and Small Island Developing States in New York. The new direction of the subprogramme, focussing on areas where it could add most value, was generally welcomed, although many called for the *Least Developed Countries Report* to remain an annual publication. Like Subprogramme 9.1B, this subprogramme would be drawing on expertise across the secretariat to deliver its mandates, using focal points in each division, thus ensuring further mainstreaming of the issues and creating synergies, particularly with Subprogramme 9.1B, which shared many of the same clients.

26. The initiatives taken by the secretariat since UNCTAD X on other cross-cutting issues were welcomed. On gender, the holding of an expert meeting and the subsequent decisions made to incorporate a stronger gender dimension into the work of all divisions through the creation of focal points should, with appropriate follow-up, serve to enhance this aspect of UNCTAD's work. The interest of civil society organizations in participating in UNCTAD meetings had been growing, and efforts to foster constructive interaction should be pursued within relevant United Nations rules. The closer involvement of civil society in the implementation of programmes – mentioned elsewhere in this document – was positive. The efforts made under various technical cooperation programmes such as JITAP to involve a wide range of stakeholders, including civil society, in the trade policy process were highlighted and welcomed by beneficiary countries. This was one of the ways in which UNCTAD was delivering its mandate of ensuring sound public administration; the bilateral dialogue with beneficiaries of major technical cooperation programmes was another.

27. The importance of 'lesson-learning' in all areas was stressed, from the organization of conferences to the consolidation of technical cooperation programmes through regular independent evaluations and the implementation of the resulting recommendations. This contributed not only to the continuous refinement of output but also to maintaining and broadening support.

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[16] "Capital Flows and Growth in Africa" (TD/B/47/4-UNCTAD/GDS/MDPB/7 of 27 July 2000) and "Economic Development in Africa: Performance, Prospects and Policy Issues" (TD/B/48/12-UNCTAD/GDS/AFRICA/1 of 1 August 2001).

[17] TD/B/49/2-TD/B/WP/148 of 4 February 2002.

II. Direction and areas of emphasis towards UNCTAD XI

28. It was emphasized repeatedly during the Mid-term Review process that the special expertise of UNCTAD – which was highly valued by member States from developed and developing countries alike – was its focus on the integrated treatment of development and trade, finance, technology and investment. It follows that further efforts to develop this focus, which sets UNCTAD apart from other organizations, are likely to enhance the delivery of mandates. Initiatives to 'decompartmentalise' UNCTAD's work, to strengthen the links between research, consensus-building and technical assistance, to promote greater integration within divisions and between divisions as through the Task Force on Trade, and to integrate technical cooperation activities into a more cohesive package could all assist this effort, which would also give UNCTAD a stronger profile.

29. Throughout the Mid-term Review process the urgency of supporting developing countries in the current and forthcoming negotiations in the WTO – support which would encompass all three areas of UNCTAD's activity, namely research and analysis, consensus-building and technical cooperation – was stressed. This was one of the main areas of emphasis for the period up to UNCTAD XI. UNCTAD had already responded to demand by drawing up an organization-wide 'Post-Doha Technical Assistance and Capacity Building Plan'. UNCTAD's ability to synthesize information from different sources within its programme and thereby clarify the policy options for developing countries was much valued. Initiatives such as the selection of the theme of trade for *TDR 2002* were timely. This priority should guide the selection of topics for research and analysis on issues from the Bangkok Plan of Action, which should aim to provide developing countries with material to aid policy formulation. Immediate priority issues for member States included agriculture, services, special and differential treatment, and tariffs and non-tariff barriers because of the WTO deadlines. Equally important was the further effort to integrate existing capacity-building activities in different parts of the organization into the overall framework so as to maximize their effectiveness, and better use of existing delivery channels and networks. Post-Doha capacity-building undertaken with extrabudgetary resources should build on and not displace regular work, since it was the latter which gave UNCTAD a comparative advantage in this area.

30. It was equally important to ensure that developing countries were able to take advantage of existing and future opportunities by enhancing their productive capacity and improving their competitiveness. UNCTAD had a number of assets in this area, including its expertise on commodities, services, investment, technology, competition, electronic commerce, enterprise development, trade facilitation, and human resources development in various areas within its mandate. These could be deployed to assist developing countries to enhance competitiveness and achieve their further integration into the global economy. The new direction of Subprogramme 9.5, which emphasized assistance to its client countries in their integration into global trade through strengthening supply capacity, promoting diversification of exports and assisting human and institutional development in trade-related areas, was welcomed in this regard.

31. It was emphasized that UNCTAD could not carry out these tasks alone or in isolation. Close cooperation amongst all agencies and donors involved in the provision of trade-related technical assistance would be essential to ensure that efforts were complementary and to achieve

the greatest impact. The prevailing limitation on resources and absorptive capacity called for a sharper focus on areas of comparative advantage such as the priority areas identified for the three Commissions[18]. These should be clearly defined and marketed, including in fund-raising efforts. The needs were great, but it was vitally important to ensure that new initiatives were demand-driven and in line with the developing countries' own development strategies and priorities.

32. Also stressed was the importance of following up the outcomes of the Third UN Conference on LDCs. The request to establish an inventory of commitments from the Brussels documents and assess them, with a clear division of labour between UNCTAD and the new Office of the High Representative, was reiterated. The course set out for Subprogramme 9.5 involving more focus on sectoral and substantive work with the contribution of all parts of the secretariat was welcomed.

33. UNCTAD delivers its mandates via research and analysis, intergovernmental discussion and technical cooperation. Strengthening linkages between these three modes of delivery could enhance the policy relevance of its work. Several good examples were highlighted, such as the work on competition or investment. On the issues relating to multilateral trade negotiations in particular, technical assistance and consensus building could be backed up more effectively by relevant research and analysis. Selection of topics for expert meetings for policy relevance – an issue also discussed in the first pillar of the Mid-term Review – was important.

34. On paragraph 166of the Bangkok Plan of Action, many new ideas were put forward during the Mid-term Review Process to enhance the delivery and cost-effectiveness of training and the capacity-building effects for developing countries. Through the courses, expertise could be built in the regions to ensure greater continuity and access. Cooperation with institutions in developing countries, regional institutes and organizations, including through South-South cooperation, was one way to achieve this; some use of distance learning was another option to be considered. These would be discussed further in the Advisory Body set up in connection with paragraph 166. With good preparation and efficient and prudent use of resources, the training foreseen under paragraph 166 could be a valuable tool for strengthening capacity building, identified as a priority by many developing countries. The resources now available from Section 33 of the United Nations programme budget made it possible to provide more courses in the biennium 2002-2003 at lower per capita cost, but did not resolve the question of the long-term sustainability of this activity.

35. The outcome of the Financing for Development Conference (Monterrey, March 2002) underlined the centrality of the issues covered by UNCTAD to international efforts to promote development, reduce poverty and achieve internationally agreed development goals, including those of the Millennium Declaration. It provided new impetus to UNCTAD's work. Member States looked forward to further discussion in the third pillar of the Mid-term Review of UNCTAD's contribution to the achievement of the aims set out in the Monterrey Consensus.

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[18] Decision at the twenty-eighth executive session of the Trade and Development Board of 12-13 March 2002.

III. Lessons from the use of indicators of achievement

36. The indicators of achievement used as a basis for the stocktaking exercise of the Mid-term Review were those of the Medium-Term Plan 2002-2005. This exercise provided an opportunity to test their effectiveness in measuring the achievements of the subprogrammes.

37. Indicator one, on its own, did not provide sufficient evidence for an effective review. Yet feedback from member States on the relevance and usefulness of UNCTAD's research and analysis for policy formulation was essential to assist the secretariat in its efforts of continuous improvement. Possible avenues to explore would be refining the timing of readership surveys, or concentrating on a limited number of key publications. Another option would be to conduct focussed reviews on selected publications with a limited but representative group of governmental experts familiar with policy formulation in the areas concerned.

38. Indicator two proved the least effective because of the paucity of feedback on the implementation of policy recommendations at the national level and to the international community, and the consequent impact. It proved difficult to elicit responses from member States and agencies on these recommendations, perhaps because of their generic and non-binding nature. To obtain feedback a more proactive approach might be considered, for example country case studies by the secretariat, although the resource implications would have to be considered.

39. Indicator three could only be fully effective if all technical cooperation documents contained indicators of achievement. Moreover, these indicators should be selected to provide evidence of qualitative as well as quantitative benefits. This kind of evidence also assists programme managers in their efforts to refine programmes and can, as was emphasized during the Mid-term Review, help to maintain and broaden support for them.

40. One avenue which could be explored in order to enhance the assessment of UNCTAD's work was the extension of in-depth evaluations to incorporate research and analysis as well as technical cooperation. The in-depth evaluation of a technical cooperation programme conducted annually by the Working Party on the Medium-Term Plan and the Programme Budget had proved an effective tool to identify course corrections and provide guidance. Any broader evaluation, which had precedents and was in line with relevant UN rules and regulations, could be taken up by the inter-governmental machinery, for example by the Commissions in the context of their regular programme reviews. This suggestion would require further discussion.

41. It is generally recognized that indicators relating to policy, be they at the national or the international level, are more challenging to identify than those relating to delivery of tangible outputs such as certain types of technical assistance. The area of policy research is particularly challenging. Discussions are under way in the United Nations on experience with indicators for the review of programme performance and the implementation of the Millennium Declaration road map (A/56/326). The Joint Inspection Unit (JIU) is conducting a study. The issue, and the ideas suggested in the foregoing paragraphs, could usefully be examined by the Working Party on the Medium-term Plan and the Programme Budget at a future meeting, when this study becomes available.